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10 February 1984

MEMORANDUM FOR: OC Executive Assistant

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FROM

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Chief, Engineering Branch,

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SUBJECT : CIA Goals & Principles - What Should They Be?

REFERENCE : OC-M84-082, dated 30 January 1984

I. PURPOSE

The purpose or goal of the CIA is to collect, analyze, and disseminate the most up to date intelligence obtainable by whatever means other than through destructive means. The intelligence should be verifiable whenever possible, and when not possible, the forwarded report should so indicate. The intelligence reports forwarded to the ultimate consumer should be timely and appropriately presented to be meaningful to permit the consumer to believe it is sufficiently accurate and he/she can make a decision on the basis of the report. The consumers in the past have been the highest levels of the US Government. In the future the Agency should produce reports for the general public on foreign issues such as foreign exports, economies, farm trends, manufacturing, and other areas that will not only benefit the USG consumer but the general public as a whole. It is realized that general public distribution of such a report could possibly benefit the opposition; however, having lived through the 70's pillorization of the CIA and the recurrent theme from uninformed individuals that the sole purpose of the CIA was to inflict death and destruction upon nations and individuals has convinced me that the Agency should be actively conducting the necessary public relations to honestly and prudently inform the public.

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2. ORGANIZATION

The organization structure which presently obtains, from a limited generic viewpoint, appears to be functioning smoothly and could be used to support the previously stated purpose. In any large organization, people believe that they get lost in the vastness. Through regular visits to the overseas and remote domestic locations by senior officers, an excellent esprit d'corp could be maintained. However, such visits by only senior officers

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leads one to believe that the only information being provided to the employees at these locations is only that information which the senior officers (managers) want those employees to hear. Historically, there has been a lack of trust of the Senior officers by the "front line" individuals. I perceive from where I presently sit that there is still some of that feeling today. In particular, when there are problems, senior managers attempt to identify and correct the problems first hand. I would suggest that something on the order of an ombudsman (not for rectification but early identification of problems) be implemented to inter-relate with the "front line" employees. Travel money is often tight; however, prudently spent travel money to inform and assist individuals by someone that they trust and believe understands what they think and feel would, I believe, enhance the morale at all locations and pay dividends. The present organization tends to keep everyone within strict organizational lines. Such an ombudsman at the GS-13 or GS-14 level should have the authority to cross those organizational lines to obtain information and assist employees.

3. ETHICS

25X1 The CIA should do nothing less than required and demand the highest ethics from its employees in their dealings with associates and contacts. Through the continued employment screening and senior management example these high ethic standards can be maintained.

4. PEOPLE

The rigorous screening of prospective CIA employees should and must continue. Once the individuals have been selected, a continuing training program must be followed. An environment for growth, in which individuals are allowed to make decisions (and, yes, make mistakes), will permit all CIA individuals an opportunity to grow. There are numerous personal improvement courses offered by OTE; however, it is extremely difficult to receive that training due to limited resources and the press of business. During the early years of employment, management concentrates on productive type training for individual employees. As that individual progresses through career excellence, he is exposed to management techniques. After a few years in a management position the individual has become proficient in utilizing the management tools previously taught. Middle and Senior managers have a continuing need to grow, but in particular in the

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areas of interpersonal relationships. Excellent courses are taught inside and outside the USG that permit individuals to receive training on the expansion of ideas and personal growth. This type of training should be expanded.

25X1 The assignment of employees into challenging positions is yet another way to create an environment of growth. However, the individuals must be allowed to make decisions in whatever position he is assigned. Warm body assignments should be a thing of the past.

5. MANAGEMENT

25X1 Management by exception, I have found, is an excellent management style when you have competent individuals in whom you put your trust. This style of management permits an environment for growth for decisive individuals and quickly identifies those individuals who cannot make decisions. It also identifies those mature individuals who know when to seek assistance because, for example, their decision may affect other components. An organization that never makes a mistake, never makes decisions. The same could be said of an individual.

6. MEASURE OF RESULTS

25X1 The best measure of the satisfactory performance of duty is determined by questioning: 1. Did the customer receive his information in sufficient time to make a sound decision? 2. Was sufficient intelligence provided in a timely fashion to permit a sound, timely decision? 3. Are the taxpayers and members of Congress convinced that we are judiciously utilizing the allocated funds?

7. STANDARDS

25X1 The highest moral and ethical standards should be an impeccable attribute of each employee and the "corporate" image.

8. OTHER THOUGHTS

It has been the goal of CIA for many years to have a secure voice instrument on the desk of every Agency officer. This same idea should be carried forward with the computer terminal. The wealth of information available on numerous subjects should be

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quickly and readily available for each individual officer.

Now that the new generation is being employed, middle managers are encountering different attitudes and goals which are not necessarily equivalent to those individuals who are over 40. It should be imperative and incumbent on the organization to try to better understand the younger employees attitudes and thinking. By better understanding the employee, management could better motivate them toward the organizational goals while understanding and, hopefully, helping them achieve their personal goals. Management should also be looking at ways to inform the newer employees about the attitudes and thinking of the management in trying to achieve organizational goals. It might be appropriate to sponsor small group seminars to accomplish this task.

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The recognition of a job done ("well" purposely omitted) is a very important part of motivating employees toward greater and better things. The activity generated within this area, in particular within the last year, should be continued and possibly expanded.

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